Effectiveness in Following Eco Friendly Production Techniques by Large Scale Industries

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*Abstract***:** *This paper examined the impact of industrial relations environment on organizational resilience, with special interest on its implications on managers in Nigeria workplaces. Some industrial relations environments such as economic, socio-cultural, legal-political, technological among others were identified and discussed. Organizational learning, adaptive capacity and dynamic capabilities were the measures of organizational resilience considered in this paper. The paper notes that the resilient ability of an organization develops over time from an organization's continual adjustment to its environment and adjustment to current adversities affecting it, as well as adapting to recover from pre-perturbation state as much as possible. The paper concludes that for an organization to develop effective resilient ability, management must anticipate disturbances and develop the ability to restore to original state, and to develop new skills in disruptive conditions. Additionally, industrial relations demands managerial ability to successfully scan, understand and interpret the environment which an organization operate in order to develop advantage in building resilience. It recommends that organizations should embrace technology with open arms. Managers and employees should pay greater attention on scientific and technological development, and research as a means of improving their innovative abilities, and generation of new ideas and thoughts in order to successfully adapt to the changing environment in order to develop strong resilience ability. Additionally, managers should ensure that they develop their conceptual and technical skills and knowledge so that they can be able to understand and interpret their operating industrial environment and also use such knowledge to encourage organizational learning, and to develop adaptive abilities, as well as dynamic capabilities in their organizations. Governments should encourage through her agencies, a good industrial relations policies which are capable of encouraging industrial harmony among the parties in industrial relations, as well as providing policy stability for organizations to operate with.*

Key Words: Organizational resilience, industrial relations, IR environment, Indian managers.

I. INTRODUCTION

Organizations today are faced with variety of complexities arising from changes occurring in organizations operating environments. These disturbances can occur within and outside organization, and are sometimes outside the control

of managers. Managers therefore, are constantly designing strategies to contain these disturbances in order to improve the performance of their organizations, and to survive in the midst of the countless disturbances and challenges facing their organizations. Regardless of the type of and nature of an organization, managers always seek to improve the organization's effectiveness as well as ensure that it achieve its "going concern" objectives.

To do this, management practices which gives room for proper monitoring and control of the industrial relations environment is essential (Obiekwe, Felix and Izim, 2018) to improve the organization's chance of survival, and enhance its resilient capacity. In the midst of today's complexities facing organizations, the management of crisis and disasters has become good industrial relation policies to ensure improved management– workers relationship in order to boost employee's motivation and commitment.

Motivated and committed employees are what organizations need to survive the threats they face in their day to day operations. To be resilient, an organization must be able to discern and understand its operating environment, as well as its industrial relations environment. It is the understanding of the industrial relations environment that gives the management of an enterprise the advantage in building resilience.

According to Alasttir (2010), building resilience helps an organization to remove or reduce the exposures to threats and hazards in the environment by developing protective measure which reduces the likelihood and consequences of a disruptive event by preventing where and when possible, responding effectively and efficiently when such event occurs, and by recovering as quickly and completely as possible. Parson (2007) asserts that resilient ability provides competitive advantage for organizations. Mitroff (2005) posit that organizational resilience is a continuously moving target which contribute to performance during business–as–usual and crises periods.

An organization that understand it industrial relations environment very well is able to strategize to minimize its risks and increase her opportunities in crises situation. As resilience ability help organizations to respond quickly to unforeseen changes, even chaotic disruptions (Bell, 2002).

With changes in industrial relations environments and its associated telling effects on organizations, it is imperative that appropriate response be in place to develop the resilience abilities of organizations in

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order to protect their 'going concern' craving. Organizations that cannot restore material services in short term risk losing substantial market share which may lead to loss of profitability and adaptability.

Corporate threats also increase when management lacks the requisite knowledge and competency to effectively manage the human needs of their may result to serious corporate challenge that can threaten the very existence of the organizations.

The establishments of good industrial relations policies therefore become important. Obiekwe et al (2018) however notes that the establishment of good industrial relations depends on the constructive attitude of all the parties involved in a work arrangement to bring about industrial harmony. A harmonious and constructive management–workers relationship in any industry is essential for organizational survival and achievement of other business objectives (Obiekwe et al, 2018).

II. ENVIRONMENTAL FACTORS AFFECTING INDUSTRIAL RELATIONS

There are several environmental factors affecting industrial relations. These environmental factors comprises of such factors as legal-political, socio-economic, technological, media, industrial and international environments, international environment among others (Obiekwe, et al, 2018).

A. Political/Legal Environment

This consists of laws, regulations and procedures, political system, type of government, government policies which an organization and specific industries are anticipated to comply with in the course of their operations. These laws and policies may help to facilitate successful business operations, and may also pose as challenge to their successful performance.

In everyday operations of business operations, "Managers are encircled by a complex web of laws, commission and official regulations, and court decisions, some are designed to make contracts enforceable and to protect the behaviours of managers and their subordinates in business and other enterprise" (Koontz and O'Donnell, 1976:86).

According to Obiekwe et al (2018) country's laws have some laid down procedures in forms of industrial code of conducts for disciplinary and grievance procedures which the parties in the relationship must follow to ensure industrial harmony.

Adeola (2016) notes that businesses are required to pay taxes, value added taxes, excise duties among others. All these affect how the operations of any business entity in any country. An understanding of the laws, political systems and ruling party ideologies by managers of an organization therefore become for managers in their short term or long-term business plans and decisions. Moreover, understanding of the fact that industrial relations political environment operates through the legislative arm of government, as in the case of Nigeria, where enactment or modification of existing labour laws are done by the legislature should make managers to always seek to know what the labour law stipulate is vital. Moreover, the legislature may pass laws which it considers to be in the public interest. They can also take adhoc measures to cope with particular disputes arising in workplace relationship between employers and employee. The legal environment can establish procedural rules which parties in the industrial relations system must follow. They can prescribe or prohibits some behaviours of both management and workers in their dealings with each other in the course of work contract.

The legal environment, as Obiekwe, et al (2018) note, stipulate the labour standard procedure, maximum work time, minimum wage law, number of working days, and other issues like quota system during recruitment especially as in case of Nigeria Federal establishments among others. The consequence of these regulations is that organizations and their managers tend to be puppet dancing to the tone of the government and being restricted from decisions and operations actually intended to be for their purpose and existence.

B. Economic Environment

This refers to all the economic factors in a country that affects general business operation of all economic units in a country. Economic environments encompasses the very nature of a country's monetary and fiscal policies, taxation and investment policies, competitive forces in the market place, tariff system structure of the labour force, standard of living, forces of demand and supply, for skilled and unskilled workforce (Obiekwe et al, 2018; Baridam, 1995; Macdonald, 1997); Gross Domestic Product (GDP), unemployment rate, exchange rate, inflation rate and capacity utilization (Adeola, 2016). Economic environment is crucial that organizations must make forecast base on available information about the economy of the host country.

This is so because no manager can initiate a successful business management strategy without taking position of the country's economic situation into account. During economic downturns, not only does the demand for goods and services fall, profit level also decrease because of low sales.

C. Socio-Cultural Environment

The socio-cultural environment plays an important role in the industrial relation practice of any organization. Baridam (1995) note that socio-cultural environment affect and influence the behaviour of people, their values and general attitude to work, as well as leadership, and their individual roles in the organization.

According to Obiekwe, et al (2018), socio-cultural environment include the population distribution, custom and tradition of the people, religion, ethnic languages and culture. Since the ways businesses operate in a place reflect on these socio-cultural factors, managers must adapt their practices to the changing expectations of the society in which they operate. As social values, customs and peoples taste change, managers must ensure that the products and services changes also, to reflect the changes in the society.

D. Technological Environment

Technology represents the application of science that enables people to do entirely new things or perform established tasks in new and better way (Oyeyinka, 1989). According to Obiekwe et al

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(2018), technological environment represent the total amount and level of technologic innovations, mechanization, automation, man-power rationalization and computerization that affect work procedures.

Robbins and Coulter (2007) noted that the most rapid changes in the general environment have occurred in technology. They noted that information gadgets are getting smaller and more powerful, there are today automated offices, electronic meetings, lasers, faster and more powerful microprocessor, etc, and entirely new models of doing business.

Organizations therefore are adopting technological advanced systems to stay ahead of their competitors and to gain competitive advantage over those that do not. The technological environment is thus radically changing the fundamental ways that organizations are structured and the way managers manage.

E. Global/International Environment

Today, managers of organizations are challenged by an increasing number of global markets and competitors as part of the global and international environment influencing industrial relations. Industrial relations are today shaped by both national management-labour agreements, and the some agreement negotiated through some sub-continental and global organizations like the International Labour Organization, managers in many organizations are faced with the opportunities and challenges of managing in a global environment.

Some organizations may establish their subsidiaries in other countries and the executives are usually selected from the parent company home country. These managers or executives are likely to face big challenges if their individual values, tastes, preferences and belief systems differ considerable with that of their subordinates. In such situation, the foreign managers may not really understand what to do to motivate their subordinates.

III. ORGANIZATIONAL RESILIENCE

Authoritative strength is an association's capacity to endure and adapt to emergencies and unsettling influences confronting it. Hierarchical flexibility was a result of the requirement for associations to consistently keep themselves side by side of perils and emergencies that may wreck their very presence and accordingly take satisfactory preventive measures to stop such aggravations.

Smith (2002) has depicted hierarchical versatility in term of being compelling in emergency anticipation. As indicated by Lengrick-Hall, Beck and Lengnick-Hall (2011), hierarchical strength is characterized as an association's capacity to adequately ingest, create circumstance – explicit reactions to, and at last participate in transformative exercises to profit by troublesome shocks that possibly undermine authoritative endurance.

Xiao and Cao (2017) note that authoritative flexibility includes an associations capacity to respond to emergency and obliteration circumstances, and their capacity to recuperate and create in conditions of vulnerability, intermittence, and crisis. It is the capacity of an association to reestablish to unique state and even build up another

expertise in troublesome conditions.

These associations which are fit for getting by after some time despite present and future difficulties are strong associations .A versatile association in this way is one that can make structure, disintegrate it, give wellbeing amidst change, and deal with the enthusiastic outcomes of ceaseless change and change, and learn, create and develop.

IV. ORGANIZATIONAL LEARNING

This alludes to the way toward making, holding and moving information inside an association. It is the association – wide consistent procedure that upgrades its aggregate capacity to acknowledge, comprehend, and react to inner and outer change (Business Dictionary, 2018).According to Aggestam (2006), a learning association has a culture that supports learning and advancement both by people and the association herself. Such associations examines for data in her working condition, create data for her, and urge people to move information between the people in group. All alone, Cheprasov (2018) see hierarchical learning as procedure of creating, holding and moving information inside an association. He noticed this happens because of experience, and an association is considered to have gained from an encounter when there is an adjustment in the association's conduct or execution. An association can create understanding from singular individuals, gatherings, inside the association, and the general occasions that have happened or happening in the association.

V. CONCLUSION

Industrial relation environment present both threats and opportunities to organization. Ability to be flexible and to adapt to any changing situation will help an organization to be resilient. Managers therefore, should create rooms for policy flexibility in order to generate innovative ideas that will enhance productivity and chance of survival in the face of any challenge or setback.

Organizations should embrace technology with open arms. Managers and employees should pay greater attention on scientific and technological development, and research as a means of improving their innovative abilities, and generation of new ideas and thoughts in order to successfully adapt to the changing environment in which technology is a major driver. In that regard, managers should ensure that they regularly update their human relation skills and knowledge which is essential in generating a harmonious management–workers relationship.

A stable and harmonious relationship in the industry is "sina-quo-non" to organizational stability, improved productivity and survival. Additionally, since no manager can succeed without an understanding of his/her operating environment. Managers should ensure that they develop their conceptual and technical skills and knowledge so that they can be able to understand and interpret their operating industrial environment and also to make decisions that will encourage organizational

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learning, so that they can be able to develop adaptive abilities, as well as dynamic capabilities in their environments.

Managers should therefore, understand that environment affects managers through the degree of industrial relations environmental uncertainty that is present and through the several stakeholder (employees, suppliers, creditors, regulators, society, clients) relationships that exist between the organization and its external constituencies. To maintain a healthy industrial relationship, management should resolve any industrial conflict as quick as possible in order to create a harmonious industrial climate which encourages industrial development and productivity. Governments should encourage through her agencies, a good industrial relations policies which are capable of encouraging industrial harmony among the parties in industrial relations, as well as providing policy stability for organizations to operate with.

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